

EFFECT OF ENVIRONMENTAL ATTRIBUTES AND PENETRATION OF COMMUNICATION TECHNOLOGY ON ORGANIZATIONAL STRUCTURE IN PT. X

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ABSTRACT

In an increasingly advanced and modern world of business or business, competition is getting more and more intense on a global scale. The revolution in information and communication technology has driven progress in technology, products and processes and the formation of an information society. Companies as business people should pay attention to the progress of information technology in order to compete with other companies. At the beginning of June 2008 the Government established an increase in Fuel Oil (BBM) from Rp. 4,500, - to Rp. 6.000, - and this is very influential on PT. Sulfa Group because most of Sulfa Group's subsidiaries are engaged in gas station and gasoline transporter. Whereas before the increase in fuel Fuel a lot of gas stations that have run out of stock of fuel oil. All of this is due to late communication that causes can not quickly make decisions, change the structure and processes of companies in the distribution of fuel oil. The impact of such shipping delays leads to shrinkage of fuel and causes company losses. Population in this research is all Manager and Assistant Manager from PT. Sulfa Group which amounts to 120 people. The number of samples taken as many as 115 respondents by using Structural Equation Modeling. After doing research, collecting and analyzing the data that have been obtained from the respondents, then in this chapter will try to draw conclusions and suggestions as follows: A. The Environmental Attribute variable positively affects the Organization Structure Factor, is unacceptable. B. The Environmental Attribute variable positively affects the KT Penetration variable, is unacceptable. C. The KT Penetration factor positively affects the Organization Structure variable, unacceptable.

Keywords: Consumer Social Response, Corporate Image

PRELIMINARY

A communication process allows managers to carry out their tasks. Information should be communicated to managers so that they have a basic plan, plans must be communicated to others to be implemented. Organizing requires communication with subordinates about the assignment of their positions. Briefing requires managers to communicate with their subordinates so that group goals can be achieved. Written and oral communication is part of the essence of the oversight. Thus, managers can carry out management functions only through interaction and communication with other parties.

Lee and Grover in Nasir (2003: 70) stated that information technology is a variable that influences the power of causal relationship between uncertainty and organizational structure. ∴ determining the right strategy in dealing with environmental conditions and environmental penetration is constituted by Contingency Theory. This theory is derived from Otley, this contingency approach is used to determine the level of reliability and accuracy of applying the right organizational structure in various environmental conditions, then by basing on contingency theory there are some situational factors that will interact in the influence of a certain condition. These factors, among others, are that the environment is more diverse, the environment is changing, there is a certain amount of mutual involvement among the various elements. This makes the organization more dependent in an environment where the resources needed are not widely available, unallocated resources, increased connections interfere with the environmental elements of the relationship between them. In general, Information Technology can be expected to facilitate the company's ability to deal with environmental uncertainty. Pfeffer and Leblehici assert that "It is when companies face complex and rapidly changing environmental environments that Information Technology is necessary and equal". Huber [also formulated that the need for information-processing capacity increased during periods of chaos and increased environmental complexity, while Lee and Leifer argued that the previous rule between corporate structure and information systems

(IS) was important for companies to achieve flexibility and efficiency in competitive environments And turbulent. Lately, Ferioli and Migliarese present a "relational" model of Information Technology to deal with corporate change (eg greater coordination) is necessary to respond to changes in the environment.

PT. Sulfa Group is a company that oversees fifteen companies with reports of depreciation as follows:

Table. Report of Fuel Depreciation due to delays Shipping PT. Sulfa Group

NO	Moth	Losses			
		PREMIUM (Liter)	PERSENTASE (%)	SOLAR (Liter)	PERSENTASE (%)
1	MART 2016	(277)	(6,25)	(120)	(3,50)
2	APRIL 2016	(324)	(6,75)	(121)	(3,73)
3	MEy 2016	(599)	(14,20)	(142)	(5,50)

Sumber : PT. Sulfa Group

Losses experienced by PT. Sulfa Group due to fuel depreciation due to delays in fuel shipments from March 277 liters, in April 324 liters and in May losses suffered by 599 liters. From April 2016 to May 2016 the losses experienced increased, possibly due to less coordinating managers and less consideration of environmental changes that occur in each activity, and less able to utilize communication technology in the face of environmental uncertainty and organizational structure in a company.

Managers should identify, analyze, evaluate, diagnose and react to environmental forces whether they are opportunities, risks or threats that affect the event or event. Since the purpose of the environmental analysis process is to identify strategic strengths and weaknesses that are important for the formulation of corporate strategy, such as distribution channels, organizational structures (Handoko 1992: 97). In addition, in the adjustment of organizational structure also involves information technology that has the ability to

compensate for changes in organizational structure (Leifer in Nasir, 2003: 69). In general, communication technology can be expected to facilitate the company's ability to deal with environmental uncertainty and organizational structure in an enterprise. (Lee and Grover, 2000: 18)

Theoretical basis

Marketing Concepts

According to Kotler (1997: 17) the concept of marketing states that the key to achieving organizational goals is to be more effective than competitors in marketing activities and satisfy the needs and wants of the target market.

Understanding Environmental Attributes

Environmental attributes are environmental changes and unpredictable environmental changes. (Lee and Grover, 2000: 13). Environmental attributes in general, can be defined as anything that is beyond the boundaries of the organization. According to Robbins (1990: 23). The organizational environment can be divided into two, namely:

1. General Environment

The general environment (Robbins, 1990: 23) includes conditions that may have an impact on the organization but its relevance can not be clearly known, for example:

Economic Conditions. Interest rates, inflation rates, changes in income that can be spent, stock market indices and general business cycle phases are economic factors in the general environment that can affect management practices within an organization.

2. Special Environment

Special environment (Robbins, 1990: 23) is an organizational environment that is directly relevant to the organization in achieving its goals. This particular environment is the center of management's attention because it consists of a critical constituent that directly, both positively and negatively affects the organization's specific effectiveness

Environmental Attribute Dimensions and Indicators

Environmental attributes in this study include general and specific environments that are influenced by several factors such as (Lee and Grover, 2000: 13):

A) Dynamics (X1) are changes in the environment and unpredictable environmental changes, indicated (Lee and Grover, 2000: 36):

- Changes in Marketing Practices, which is a company strategy to use appropriate strategies and appropriate to market their products.
- Changes in the Product, ie the expansion of brands and products carried out in overcoming the intense competition.
- Predicting Competitors' ability to analyze and evaluate competitors of similar companies.
- Changes in Consumer Demand and Consumer is always responsive to consumer tastes in the market.

B) Complexity (X2) is the external force with whom the firm should interact, which is indicated (Lee and Grover, 2000: 36):

- Number of Competitors, ie calculate the total of similar companies in the marketing area.
- Various Competition, which is to see the competition strategy conducted by a competitor company.
- Differences Customer Needs ie the company must be keen to see what is now needed by consumers.

Penetration of Communication Technology

Penetration of communication technology is a moderating variable which is the intensity of using communicating technology in the company's strategic, managerial, and operational work system, Lee and Grover in Nasir (2003: 72). Communication is the process of transferring understanding in the form of ideas or information from one person to another. The transfer of understanding involves more than just the words used in the conversation, but also the facial expressions, intonations, breaking points of vocals and so on. (Handoko, 1992: 273).

Methodology

The measurement scale used is the Likert Scale, ie the distance scale between the data one with the other data the same but not the absolute zero value (Indriantoro and Supomo, 2002: 105). Analysis is done by asking respondents to express their opinions about a series of questions related to the object under study in the form of values that are in 2 (two) sides.

This scale is arranged in a continuous line of very positive answers located on the right, the answer is very negative on the left, or otherwise the data scale used is the scale of intervals 1 to 7, described as follows:

1 -----7

Strongly Disagree

Strongly Agree

The response or opinion is expressed by scoring within the range of 1 to 7 on each, where 1 represents the lowest value, the value 4 is the middle value between strongly disagreeing with the strongly agree statement and 7 being the highest value.

Conclusion answers with values between 1 and 2 tend to strongly disagree, 2 to 3 tend to disagree, 3 to 4 tend to be less agree, 4 to 5 tend to be quite agree, 5 to 6 tend to agree with the given statement and the value of 6 to 7 is likely Strongly agree, with the statement given.

Sample Determination Technique

Population

The population is an individual or group that has the same characteristics or characteristics and become the object in the study. Population used in this research is all Manager and Assistant Manager from PT. Sulfa Group which amounts to 120 people.

Sample

The sample in this study using purposive sampling is a non-probability sampling technique that selects the respondents. The characteristics of Respondents are 1). Manager and assistant manager of PT. Sulfa Group with a working period of more than 5

years. 2). Manager and Assistant Manager of PT. Sulfa Group aged between 30 to 55 years old. 3). Manager and Assistant Manager of PT. Sulfa Group that uses information technology within the company. The sample measurement guidelines by Augusty (2002: 48):

1. 100-200 samples for maximum Likelihood Estimation technique.
2. Depending on the number of parameters that are estimated. The guide is 5-10 times the number of parameters that are estimated.
3. Depending on the number of indicators used in all latent variables. The number of samples is the number of indicators multiplied by 5-10. If there are 20 indicators, the sample size is 100-200. In this study there are 23 indicators then if multiplied by 5 equal to 115 respondents, so the samples taken in this study amounted to 115 respondents.

Data collection technique

Data Type

A. Primary data

Primary data processed in this study was obtained by distributing questionnaires to Manager and Assistant Manager at PT. Sulfa Group.

B. Secondary Data

Secondary Data is data about PT. Sulfa Group which includes company history data, company location and so forth.

Data source

Some sources that are used by researchers include:

A. Manager and Assistant Manager at PT. Sulfa Group as respondents.

B. Books and literature.

Data collection

Data collection in this thesis is done by using the following ways

Observation Method

That is data collection is done by doing a direct observation of the object under study.

B. Interview Method

Namely collecting data or materials - information is done by conducting question and answer directly with the authorities in the PT. Sulfa Group.

C. Documentation

Namely collecting data obtained from the archives of companies associated with the writing of this research proposal.

D. Method Questionnaire

That is data collection is done by distributing a list of questions to Manager and Assistant Manager of PT. Sulfa Group to fill.

Discussion of Research Results

Based on the results of the hypothesis of Environmental Attribute Factors positively affect the Organization Structure Factor, can not be accepted. It is proven that in the globalization era, the increasing number of competition caused a change that very negative impact on the development of the company. As with the problems that have been and have occurred within the company, some of them are the rise in fuel prices, delays in terms of procurement and delivery of fuel to the hands of consumers, competition with similar companies. The uncertainty of the environment causes problems that must be solved by management or structural company. Rising fuel prices cause companies to experience dilemma in determining product selling prices, coupled with a lack of supply due to delays in transportation problems. As fuel prices rise, employers have to pay a fuel tax increase, fuel tax is calculated based on the selling price of fuel. The government also issued an appeal to employers to increase food and transportation costs for laborers.

In terms of operational costs, the company can not avoid the impact of rising fuel prices. The two components of operational costs most affected by the fuel price hike are transportation costs and employee compensation. Transportation costs, used for both goods distribution and employee mobility. While employee compensation costs will rise as inflation rises due to rising fuel prices. Compensation is required so that employees can have the same standard of living and

purchasing power as before inflation so that their productivity is maintained. Increase in fuel also brings a bad influence on employees due to employees' worries about the threat of layoffs, thereby affecting the stability of employee performance productivity.

Based on the results of the hypothesis of Environmental Attribute Factors positively affect the KT Penetration Factor, not acceptable. Tighter business competition in this era of globalization requires companies to reorganize their business strategies and tactics. Therefore PT. Sulfa Group is expected to implement the process of creating its products or services more cheaply, better, and faster than its business competitors.

With the rise of product selling prices indirectly impact on sales turnover that can decrease, due to decreasing consumer purchasing power. One way that has been taken is to utilize communication technology to plan its development to get more information early so as to make a breakthrough or decision faster than its competitors. However, PT. Sulfa Group collided with the submission of authority submitted on the decision that has been made. Planned targets can not be properly implemented by employees, productivity decreases. What happens, it turns out that communication devices used not been used properly, not used for the benefit of the company but for personal interest in this communication with outsiders, so that the concentration of work can not be focused with the work given by the leadership. Therefore information in the form of data for report submission is less accurate as the basis of decision making.

Based on the result of KT Penetration variable hypothesis have positive effect to Organization Structure variable, unacceptable. Information communication technology can be expected to facilitate the company's ability to deal with environmental uncertainty. The more complex the problems in the company, if not supported by up to date information and presentation procedures in producing data, correct information and reports can cause the structural will have difficulty in solving problems encountered. However, lack of coordination between lines or sections, lack of adequate planning or strategic information technology plans, limited human resources in information technology, lack of participation of all staff in designing

systems, controlling system development efforts and motivating all personnel involved causing obstacles in the application of decision making. These barriers occur because employees feel their future within the company is not necessarily because of the distracted information about reductions in salaries and reductions of employees. So that the employee will feel himself in the work will reach saturation point the impact will occur work stress. Employees of PT. Sulfa Group is no longer guided by the planned targets of the company but the important ones working and earning a salary from the company.

Conclusions and recommendations

1. Conclusion

After doing research, collecting and analyzing the data that have been obtained from the respondents, then in this chapter will try to draw conclusions and suggestions as follows:

Based on the results of research that has been obtained that:

- A. Environmental attribute factor has positive effect on KT Penetration factor, unacceptable [Prob. Causally $0.315 > 0.10$ [not significant [positive].
- B. Environmental Attribute factor positively influence to Organization Structure Factor, can be accepted [Prob. Causally $0.618 \leq 0.10$ [insignificant [positive].
- C. The KT Penetration factor positively affects the Organization Structure Factor, is unacceptable [Prob. Causally $0.623 > 0.10$ [not significant [positive].

2. Suggestions

The suggestions that can be submitted by researchers are:

PT. Sulfa Group is more concerned about the needs and desires of consumers by making changes in the practice of marketing in the field so that customers or people easily buy the product.

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